

FINDINGS – IMPLEMENTATION STRATEGIES

VISION STATEMENT

The neighborhood and business issues combine to create the following vision statement for the East Lawrence Neighborhood:

The East Lawrence Neighborhood is a distinct part of the City of Lawrence. The East Lawrence Neighborhood Revitalization Plan aims to provide the neighborhood with a guide for directing human energy and financial resources in a manner that both protects and enhances those qualities that make this neighborhood unique. This will be achieved through efforts that focus on six areas:

- Encourage effective code enforcement, maintain appropriate land use and zoning and develop a true sensitivity to housing issues.
- Preserve and conserve existing physical neighborhood landmarks.
- Protect and enhance neighborhood greenspace, streetscapes and other physical assets.
- Support neighborhood institutions and programs, and preserve, retain and improve existing activity centers.
- Enhance pedestrian and automobile safety. Clearly demarcate commercial truck routes.
- Protect and strengthen the viability of neighborhood businesses.



NEIGHBORHOOD ISSUES – SIX AVENUES FOR IMPROVEMENT

This section describes in more detail the six primary goals identified by the neighborhood. The goal pertaining to the business issues was separated for additional emphasis and is discussed in a separate portion of this section. In some cases there were significant discussion points or strong differences of opinion among neighborhood participants about a goal. These are noted in the summary.

The next section, Implementation Strategies, outlines a number of more detailed implementation strategies for each goal, and further defines the neighborhood's intent for each category.



FINDINGS – IMPLEMENTATION STRATEGIES

Goal 1

Encourage effective code enforcement, maintain appropriate land use and zoning and develop a true sensitivity to housing issues.

This goal addresses neighborhood concerns about maintenance and upkeep of property. In particular, there is a general impression that City building codes are insensitive to older buildings; that codes encourage demolition rather than repair of buildings; that new construction is often inappropriate in design; and that the property of absentee owners is often permitted to deteriorate to the detriment of the entire community.

One issue in particular, the idea of a rental occupancy code, generated a great deal of discussion during the Workshops. It is important that a proposed rental inspection program targets problem properties and does not become a burden to those landlords who do make an effort to maintain their properties. Homeowners, property owners, business owners, and tenants alike recognized a need to improve maintenance of problem properties.

Goal 2

Preserve and conserve existing physical neighborhood landmarks.

This goal addresses neighborhood concerns about protecting the distinctive character of East Lawrence's environment. Significant features that the neighborhood would like to see protected include the older, and sometimes historic, buildings, alleys and outbuildings, and brick streets and sidewalks. Homeowners, property owners, business owners, and tenants alike saw current zoning code and subdivision regulation requirements and appraisal/taxing practices as disincentives toward preserving existing structures.

Goal 3

Protect and enhance neighborhood greenspace, streetscapes and other physical assets.

This goal addresses neighborhood concerns about existing greenspace (natural areas or open, non-building areas). The neighborhood feels strongly that parks and street trees, together with landscaping of individual properties enhance the character of East Lawrence and that efforts to improve the amount of greenspace should be encouraged. The issue of creating pocket parks from vacant lots generated discussion.

There was some feeling that the reason people were interested in creating parks was a perceived lack of control over the design of infill development. However, it is clear that providing strategically located pocket parks is important to the neighborhood. From the City's perspective, it is important to consider maintenance of neighborhood parks along with their initial designation and improvement.

Current Parks and Recreation maintenance capacity does not address the care of smaller, neighborhood facilities. It may be more desirable to implement a public/private partnership to look at the creation and maintenance of pocket parks.



FINDINGS – IMPLEMENTATION STRATEGIES

Goal 4

Support neighborhood institutions and programs, and preserve, retain and improve existing activity centers.

This goal addresses the presence of the many social programs and activity centers in East Lawrence. The neighborhood feels strongly that these institutions make a positive contribution to the overall quality of life in East Lawrence and that efforts should be made to retain and strengthen their presence. There was a particular desire that the neighborhood continue to support and expand programs for the homeless and school-age children.

East Lawrence Neighborhood Activity Centers:

South Park
Central Junior High School
Lawrence Community Theatre
East Lawrence Recreation Center
New York Elementary School
Courthouse Greenspace
East Heights School
Business & Commercial Centers

East Lawrence Neighborhood Institutions:

Social Service League
Neighborhood Churches
Salvation Army
East Lawrence Neighborhood Association
Neighborhood Schools
Bert Nash Bridges to Independence

East Lawrence Neighborhood Programs:

KU Studio 804 Projects
Affordable Housing
CDBG Owner Occupied Comprehensive Rehabilitation
Van Go Mobile Arts Project
Homeowners Out of Tenants (HOOT)
Habitat for Humanity

Goal 5

Enhance pedestrian and automobile safety. Clearly demarcate commercial truck routes.

This goal addresses neighborhood concerns about traffic and pedestrian movement within and through the neighborhood. East Lawrence has a high level of pedestrian traffic due to the presence of social service organizations, its neighborhood schools, and because it is close to downtown. Consequently, the neighborhood feels strongly that additional controls on vehicular traffic and steps to enhance pedestrian traffic safety will benefit the neighborhood. Workshop participants and survey respondents highlighted the need for clearly marking truck routes. They also recommended the use of brick streets as a vehicle speed control measure. The primary concern is to slow traffic and to eliminate through truck traffic on residential streets.



FINDINGS – IMPLEMENTATION STRATEGIES

Goal 6

Protect and strengthen the viability of neighborhood businesses.

A continuing viable neighborhood business community is important to East Lawrence and a discussion of the neighborhood would be incomplete without consideration of its active and diverse business community.

The neighborhood's wish to have the businesses participate in the neighborhood revitalization planning process was expressed by the survey results and neighborhood meetings. In an effort to accommodate the time constraints of small businesses wishing to participate in planning efforts, the consultant team and staff met with neighborhood business representatives on two occasions during the lunch hour. This meeting schedule was to try and accommodate business representatives' schedules. Some business representatives chose to attend the evening workshops as well, which added their perspective to general neighborhood discussions. Businesses were also given the opportunity to participate via the surveys.

The first business session was designed to examine which neighborhood related issues affect business operations, such as, the condition of public infrastructure (good and bad), parking, traffic and pedestrian flow, zoning, relationships with city, county, and state, and future plans for expansion of neighborhood businesses. The participant identified issues were divided into the four general categories: Public Facilities, Public Services, Land Use and Regulatory Concerns, and Economic Development. These are detailed in Section D of the "Background Studies" Document.

After a review of the information the business participants prioritized the Issues List. The group selected the following six issues as being of top priority:

1. Correction of storm drainage problems.
2. Development and implementation of alternatives for improvement of trash collection.
3. Revision of construction and planning standards specifically for East Lawrence that will allow for the continuation of the neighborhood's unique physical characteristics of the neighborhood's businesses.
4. Protect the residential zoning, especially single family.
5. Create incentives for small business. Currently, all the advantages seem to be given to large, new businesses. Consideration should be extended to small business as well. (See Appendix C)
6. Create incentives for existing business. It is perceived that existing businesses are penalized for expansion under present codes and taxing practices. This serves as a disincentive to the rehabilitation (improvement) of older business properties. (See Appendix C)



FINDINGS – IMPLEMENTATION STRATEGIES

IMPLEMENTATION

The culmination of the neighborhood's work on goals and implementation strategies is summarized in the Implementation Strategies beginning on page 16. A task force is identified to achieve one or more of the neighborhood's goals. Each primary goal is followed by a series of tasks. In a task force, a leadership group is identified, as well as other groups who can provide support or resources to the effort. In some cases, the leadership involves a partnership of multiple agencies or institutions.

East Lawrence homeowners, property owners, business owners, and tenants and neighborhood organizations such as the East Lawrence Neighborhood Association and the East Lawrence Business Association will need to play key roles in the implementation of this plan. It is important that these groups meet together to find their common mission and create task force groups to address common goals and interests.

It is strongly recommended that the East Lawrence Neighborhood Association expand its ranks and its mission to include the business community. This may be done through a sub-committee of the East Lawrence Neighborhood Association dedicated specifically to business issues. In any event, to gain business involvement the East Lawrence Neighborhood Association must address the needs of neighborhood businesses.

THE TASK FORCE CONCEPT

The Task Force model will effectively focus the efforts of a small group of participants on one area for a specific period of time. The work should be accomplished as efficiently as possible, so the participants will see an end to the process. Homeowners, property owners, business owners, and tenants can select the issues on which they are most interested in developing. The East Lawrence Neighborhood newsletter becomes one of the progress reporting mechanisms.

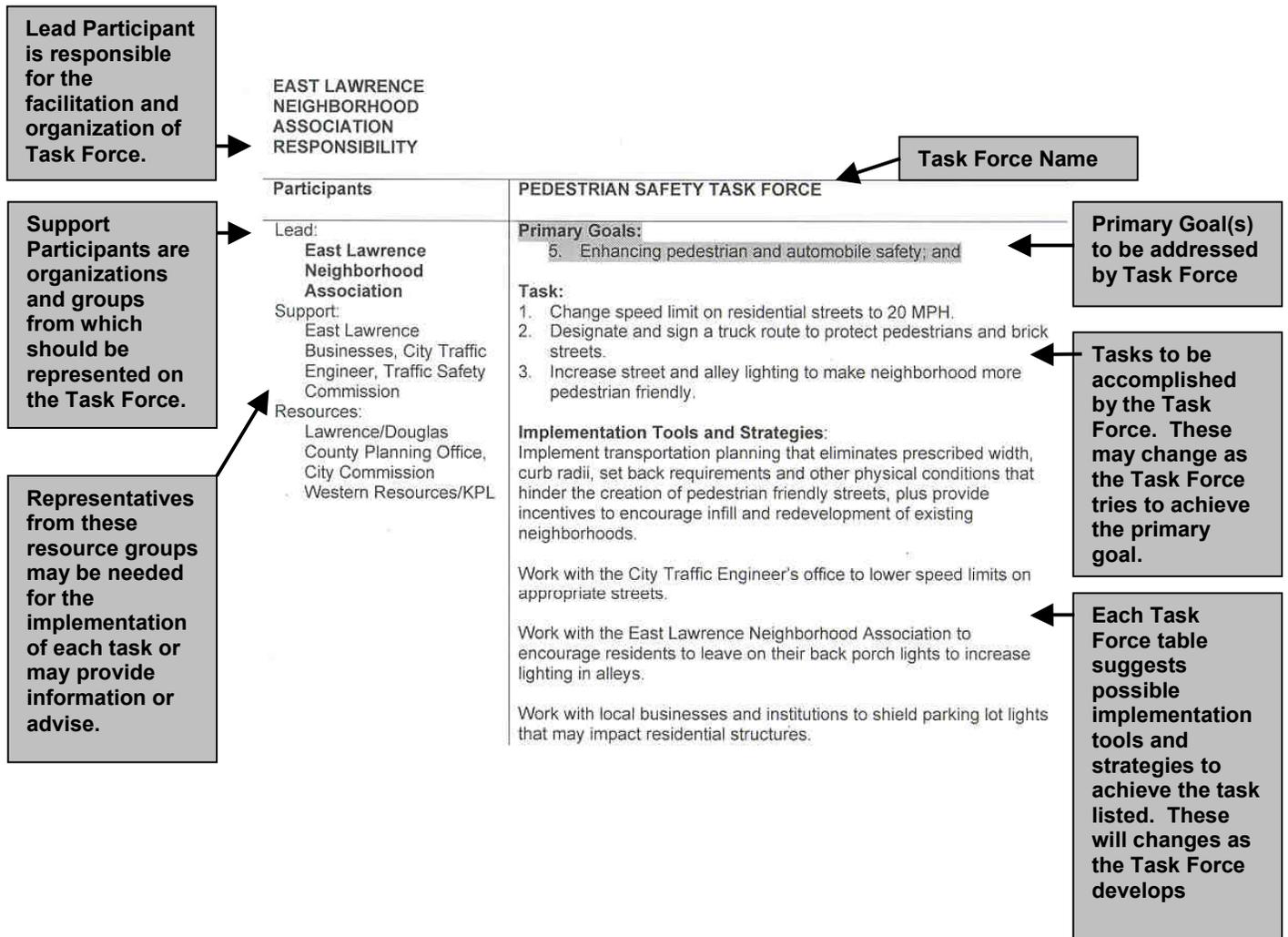


FINDINGS – IMPLEMENTATION STRATEGIES

READING THE TASK FORCE MATRIX

In the example below, the East Lawrence Neighborhood Association is the responsible party for the pedestrian safety task force.

- Supporting groups are listed under the lead agency/partnership. These are organizations from which the Task Force should recruit active representatives.
- Below the supporters, the matrix lists other resource groups. Representatives from these resource groups may or may not attend all sessions of the Task Force but are needed for implementation. They may be pulled in at specific points in the process for information or advice.
- The right-hand column outlines the tasks of each task force as well as specific implementation tools and strategies.



FINDINGS – IMPLEMENTATION STRATEGIES

<p>EAST LAWRENCE NEIGHBORHOOD ASSOCIATION RESPONSIBILITY</p>

Participants	CONSERVATION DISTRICT TASK FORCE
<p><u>Lead:</u> <u>East Lawrence Neighborhood Association, Lawrence/Douglas County Planning Office, East Lawrence Business Association Partnership</u></p> <p><u>Support:</u> East Lawrence Businesses, Zoning/Codes Advisory Committee, Landlord's Association, Lawrence Preservation Alliance, Historic Resource Commission, City Engineer, Tenants to Homeowners, Lawrence/Douglas County Planning Commission</p> <p><u>Resources:</u> City Utilities, Other Utilities, Neighborhood Resources, School District, Lawrence Association of Neighborhoods, Local Banks.</p>	<p>Primary Goals:</p> <ol style="list-style-type: none"> 2. Preserve and conserve existing physical neighborhood landmarks. 3. Protect and enhance neighborhood greenspace, streetscapes and other physical assets. <p>Task:</p> <ol style="list-style-type: none"> 1. Develop or establish a conservation overlay zoning district for applicable portions of the East Lawrence Neighborhood that will facilitate the development of the original smaller lots and existing architectural patterns. 2. Tailor development standards to the neighborhood. 3. Consider development of design guidelines to protect neighborhood character (conservation districts/historic districts) to be recommended to the Historic Resources Commission for their consideration and/or recommendation to the Lawrence-Douglas County Planning Commission for consideration by the City Commission. 4. Pass measures that discourage demolition by neglect of historic buildings. 5. Establish guidelines for restoration and maintenance of limestone curbs and hitching posts. 6. Identify streets and sidewalks that may be restored to brick. Recognizing the sensitivity of this issue, efforts should be made to notify adjoining property owners. <p>This Task Force will work closely with Brick Streets Task Force led by the Historic Resources Commission.</p> <p>Implementation Tools and Strategies:</p> <p>Through the initiation of a cultural resource survey of East Lawrence, the City has taken the first step in developing conservation and historic districts in East Lawrence by identifying historic contexts and significant properties.</p> <p>The next step is to amend the zoning and other relevant ordinances to create overlay zoning and the ability to create conservation districts. After new/amended enabling ordinances are in place, property owners can petition the city to create conservation and/or historic districts with provisions that meet the minimal standards set forth in the city ordinances for these types of designations and with additional guidelines tailored to the design issues of the proposed district.</p>

FINDINGS – IMPLEMENTATION STRATEGIES

A number of city agencies and boards are working on projects affecting zoning and land use issues. Coordination of efforts specific to East Lawrence with these entities is essential to amending city ordinances and developing overlay zoning creating conservation districts.

Resources: In addition to a number of development and planning grants available, the Kansas State Historical Society's Historic Preservation Fund Grants use federal funds to support activities that will assist in planning for the preservation of historic structures and archaeological sites. Eligible activities include surveys of historic and prehistoric sites, preparation of nominations to the National Register of Historic Places, preparation of historic preservation plans and educational activities that inform the public about local historic resources and historic preservation issues and techniques. Grants to develop ordinances would qualify for funding as part of developing and implementing a preservation plan for East Lawrence.

FINDINGS – IMPLEMENTATION STRATEGIES

EAST LAWRENCE NEIGHBORHOOD ASSOCIATION RESPONSIBILITY
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Participants	PROPERTY REHABILITATION TASK FORCE
<p><u>Lead:</u> <u>East Lawrence Neighborhood Association, Neighborhood Resources, Lawrence/Douglas County Planning Office Partnership</u></p> <p><u>Support:</u> East Lawrence Businesses, Landlord's Association, Codes Enforcement Division, Tenants to Homeowners, East Lawrence Business Association</p> <p><u>Resources:</u> Lawrence Preservation Alliance, Historic Resource Commission, Lawrence Association of Neighborhoods, Local Banks, School District</p>	<p>Primary Goals:</p> <ol style="list-style-type: none"> 1. Encourage effective code enforcement, maintain appropriate land use and zoning and develop a true sensitivity to housing issues. 2. Preserve and conserve existing physical neighborhood landmarks. 3. Protect and enhance neighborhood greenspace, streetscapes and other physical assets. 6. Protecting and enhancing the viability of neighborhood businesses. <p>Task:</p> <ol style="list-style-type: none"> 1. Target Federal block grants toward projects that improve and maintain the character of the neighborhood. 2. Maximize incentives by combining them into tool kits that address preservation, rehabilitation and conservation in the context of East Lawrence for rehabilitation of residential property, for rehabilitation of commercial properties, and/or for rehabilitation of institutional buildings. 3. Adopt a rehabilitation and new construction plan for affordable housing projects compatible with the housing designs and forms of East Lawrence. <p>The work of this task force may be closely tied with that of the Volunteer Task Force, especially as it relates to residential rehabilitation.</p> <p>Implementation Tools and Strategies: Create "KAN-STEP" program – a self-help program that relies on citizen-driven initiative to solve local problems. Emphasis is on reducing the cost of the project to make it affordable, and utilizing creative means to complete the project, including volunteer labor, materials and supplies donated or available at a reduced cost, and lots of community support. Consider the allocation of Community Development Block Grant funds based on the amount of citizen initiative to make a project happen.</p> <p>Target limited resources in ways that are most effective in curbing decline; Community Development Block Grant supported activities; consolidate resources to accomplish the big issues.</p> <p>IWW (Incentives Without Walls Fund) -- directs financial support to Main Street Communities to stimulate private investment in the designated areas.</p>

RESIDENTIAL INCENTIVE Examples for applicability to East Lawrence: Property Tax Abatement, Community Development Block Grant Funds, Revolving Loan Fund for Housing Code Compliance, Revolving Loan Fund for Rehabilitation and Sale of Problem Properties, Emergency Stabilization Loans, Design Assistance, State/Federal Housing and Tax Credit Programs, State Housing Trust Fund to create homeownership, rental housing using gap financing, loans, and grants combinations.

Programs to help moderate-income families buy a home and build credit worthiness.

Expand programs designed to increase and support homeownership.

Reverse Mortgage Program to enable the Elderly to stay in their homes and borrow equity out of their homes with no repayment as long as they live in their homes. This may be used to pay off existing mortgage or other debts, improve their standard of living, make needed repairs, or help pay the cost of health care.

Research the following:

COMMERCIAL INCENTIVE Examples for applicability to East Lawrence: Tax Increment Financing, Rehabilitation Loan Corporation programs, Parking Benefit District, Commercial Façade Rebate Program, etc.

Attract artists to “main street” and neighborhoods with cultural tourism potential through creation of “incubator” live/work/sales spaces and incentives that make it attractive for artists to own and reside in this area – stimulate revitalization, adaptive reuse of historic and/or significant buildings, create cluster of activity.

Create tax exemption modeled after the State of Rhode Island, which provides a tax exemption for both real and personal property to encourage live/work space, by artists. Property must be within designated zone and work must fit into one of the following categories – books, play or performance of play, musical composition or performance, painting, sculpture, traditional and fine crafts, film creation or acting, dance creation or performance. The program also includes sales tax exemption from sales and use taxes for writers, composers, and artists.

Encourage value added businesses – Downtown has ideal incubator spaces for locally grown businesses. Identify underutilized local resources. Brainstorm for possible ways to add value; develop a work plan from these ideas for business expansion/recruitment opportunities.

Creation of Gallery 37 Model program – an internationally recognized program for young people providing job training in the arts, opportunities for arts-related employment, and mentoring relationships with professional artists. Professional artists train apprentices, who are paid an hourly wage and learn responsible work

FINDINGS – IMPLEMENTATION STRATEGIES

East Lawrence Neighborhood Revitalization Plan

habits. While learning, the apprentices work on public art projects, produce commissioned artwork and fill retail stores with their artistry. Mediums include printmaking, playwriting and performance, theater, mural, architecture, dance, puppets, creative writing, ceramics, etc.

Communicate the economic impact of performing and visual arts, museums, historic sites, and special attractions on Lawrence.

Use Bank CDC – Community Development Corporation owned in full or in part by a bank or banks, provided the primary purpose is community development for the benefit of low and moderate-income families. Banks may invest up to five percent of their capital in a CDC. A community development bank would, thus, include a federally insured bank and a CDC. Bank CDC's can make investments not normally permitted by federal banking regulators, such as equity investments in real estate and small businesses, if there are public benefits involved – such as affordable housing, economic development, or small business financing. These loans or investments are considered favorably toward meeting Community Reinvestment Act (CRA) requirements. They represent formal bank-community partnerships.

The Neighborhood Revitalization Act (NRA) allows for the creation of areas in which property owners qualify for targeted property tax rebates. For further explanation see K.S.A. 12-17,114.

INSTITUTIONAL INCENTIVES Example: Emergency Stabilization Loans, Federal Preservation Tax Credits, Federal Preservation Grant in Aid programs.

Develop tax abatement and tax credit programs for rehabilitation of registered properties: Provide incentives to businesses to occupy space in historic buildings: Create newsletter to market historic properties and assist buyers to find property.

Participate in the “Great American Station Foundation” to support Santa Fe Railroad Station renovation and consideration of reuse strategies.

* Other Business incentives appear in Appendix C.

**EAST LAWRENCE
NEIGHBORHOOD
ASSOCIATION
RESPONSIBILITY**

Participants	VOLUNTEER HOME REPAIR TASK FORCE
<p><u>Lead:</u> <u>East Lawrence Neighborhood Association</u></p> <p>Support: Historic Resources Commission, Neighborhood Resources, Codes Enforcement Division, Social Service League, Center for Community Outreach, Roger Hill Volunteer Center</p> <p>Resources: Lawrence Preservation Alliance, Lawrence Association of Neighborhoods, Community Service Workers, KU Sororities and Fraternities, Local Churches</p>	<p>Primary Goals:</p> <ol style="list-style-type: none"> 1. Encourage effective code enforcement, maintain appropriate land use and zoning and develop a true sensitivity to housing issues. 2. Preserve and conserve existing physical neighborhood landmarks. 3. Protect and enhance neighborhood greenspace, streetscapes and other physical assets. <p>Task:</p> <ol style="list-style-type: none"> 1. Organize a corps of volunteer workers and materials to help fix homes and yards of elderly and/or low-income homeowners. 2. Establish a “Bureau of Home Improvement” to serve as a clearinghouse for expertise and equipment for home improvement activities. <p>Implementation Tools and Strategies: Create Neighborhood Corp that will match work projects with volunteer labor. Neighborhood Corp could assist with code enforcement effort including initial contact to help property owners develop plan of action and/or contract for work or provide funds and labor to correct violations.</p> <p>AmeriCorps is a national service program that engages thousands of Americans of all ages and backgrounds in community initiatives that address pressing civic needs.</p> <p>Form Lawrence Building Blocks – CDC. Family Services agency works with residents to rebuild civic involvement block by block. With the help of community organizers, neighbors meet in the privacy of their homes and develop action plans to bring about desired changes. The Local Initiatives Support Corporation (LISC) a national intermediary for community development corporations funds the program. Community Organizers are trained by the Consensus Organizing Institute of Pittsburgh to build consensus around commonalties with residents and resources internal and external to their neighborhoods. Before they initiate conversations with citizens, organizers first meet with city departments, community development corporations, social service agencies, and other similar groups. That partnership ensures that the targeted areas would get priority city services and an improved system for quick turnaround on requests such as minor home repairs, weatherization and paint programs. The unlikely partners in this collaboration of resources are absentee landlords. Rather than blame, make demands of, or attack these</p>

property owners, the residents of several blocks often establish working relationships with those whose houses are below code standards and/or occupied by drug dealers. With the help of the police and county prosecutor's office, the partners have closed the drug houses and either found more acceptable occupants, or rehabilitated and sold the houses to new owners. No two block plans are alike, renters and property owners are encouraged to participate in the planning process. To be eligible for the priority city programs and services that LBB targeted blocks would receive, 51 percent of a block's occupied residences must "sign off" indicating their commitment.

Evaluate the Kansas Community Service Tax Credit Program that enables businesses to receive a tax credit (50%) for cash contributions made to approved community service organizations – categories are community services, disadvantaged children and their families; crime prevention.

Investigate possibilities for partnering with Coalition for Healthier Cities and Communities – Network of community partnerships working to improve the health and quality of life of the country's communities. They also manage a database of people, organizations, and initiative dedicated to the sustenance of healthy communities around the nation. (Library of materials, tools, and resources; press releases).

Explore the formation of Community Foundations within the city or county as a central fundraising arm with a 501c3 designation. The Community Foundation can be created to solely raise funds for specific or ongoing projects and may or may not consolidate other existing charitable efforts. Leadership Programs can be developed to assist Community Foundations in the development of new programs, raising money, and taking a leadership role in the local community.

**EAST LAWRENCE
NEIGHBORHOOD
ASSOCIATION
RESPONSIBILITY**

Participants	OPEN SPACE TASK FORCE
<p><u>Lead:</u> <u>East Lawrence Neighborhood Association</u></p> <p>Support: Neighborhood Resources, Lawrence Parks and Recreation, Grassroots Neighborhood, Pelathe Community Resource Center, School District, Parent Teacher Organization</p> <p>Resources: Kansas Land Trust</p>	<p>Primary Goals:</p> <ol style="list-style-type: none"> 3. Protect and enhance neighborhood greenspace, streetscapes and other physical assets. <p>Task:</p> <ol style="list-style-type: none"> 1. Investigate the creation of pocket parks. 2. Designate wildlife areas in undeveloped land to maintain natural character. 3. Develop one or more community gardens. 4. Investigate the creation of neighborhood parks with possible connections between existing City parks. <p>Implementation Tools and Strategies: Pursue Federal funds to enhance parks and recreational space – Local Landmark Park Program, Enhancement Funds, Community Development Block Grants, Storm Water funding, Recreational funding.</p> <p>Grant conservation easement(s) to maintain riparian woodlands east of mall as natural and open space to be used as wildlife habitat, scenic and/or park recreational purpose.</p>

**EAST LAWRENCE
NEIGHBORHOOD
ASSOCIATION
RESPONSIBILITY**

Participants	PEDESTRIAN SAFETY TASK FORCE
<p><u>Lead:</u> <u>East Lawrence Neighborhood Association, East Lawrence Business Association Partnership</u></p> <p>Support: East Lawrence Businesses, City Traffic Engineer, Traffic Safety Commission</p> <p>Resources: Lawrence/Douglas County Planning Office, City Commission Western Resources/KPL</p>	<p>Primary Goals:</p> <ol style="list-style-type: none"> 5. Enhance pedestrian and automobile safety. Clearly demarcate commercial truck routes. <p>Task:</p> <ol style="list-style-type: none"> 1. Study whether the City should reduce the speed limit to 20 mph on some or all local streets within the East Lawrence Neighborhood and make a recommendation/request to the Traffic Safety Commission and/or the City Commission. 2. Identify, by signage, the existing truck route to protect pedestrians and brick streets. 3. Increase street and alley lighting to make neighborhood more pedestrian friendly. <p>Implementation Tools and Strategies:</p> <p>Implement transportation planning that eliminates prescribed width, curb radii, set back requirements and other physical conditions that hinder the creation of pedestrian friendly streets, plus provide incentives to encourage infill and redevelopment of existing neighborhoods.</p> <p>Work with the City Traffic Engineer’s office to lower speed limits on appropriate streets.</p> <p>Work with the East Lawrence Neighborhood Association to encourage residents to leave on their back porch lights to increase lighting in alleys.</p> <p>Work with local businesses and institutions to shield parking lot lights that may impact residential structures.</p>

**EAST LAWRENCE
BUSINESS
RESPONSIBILITY**

<p>Participants</p>	<p>PUBLIC FACILITIES AND SERVICES TASK FORCE</p>
<p><u>Lead:</u> <u>East Lawrence Businesses, East Lawrence Business Association Partnership</u></p> <p>Support: East Lawrence Neighborhood Association, Lawrence Public Works Department, City Stormwater Engineer</p> <p>Resources: City Commission</p>	<p>Primary Goals:</p> <ol style="list-style-type: none"> 1. Encourage effective code enforcement, maintain appropriate land use and zoning and develop a true sensitivity to housing issues. 2. Preserve and conserve existing physical neighborhood landmarks. 6. Protect and strengthen the viability of neighborhood businesses. <p>Task:</p> <ol style="list-style-type: none"> 1. Correct identified Storm Drainage problems. Storm Drainage improvements are needed at a number of locations, primarily at intersections. Locations specifically mentioned include: 8th & Delaware, 9th & Delaware, 9th & New Jersey, 8th & New Jersey, 8th & Pennsylvania, 9th & Connecticut, Connecticut Street, east and west from 720 E. 9th. 2. Develop and implement Trash Collection alternatives. 3. Study whether the City should increase the street corner radii along the truck route and make a recommendation to the Traffic Safety Commission and/or City Commission. 4. Develop and implement alternative curb cut widths for commercial and industrial uses. <p>Implementation Tools and Strategies:</p> <p><u>Storm Drainage</u> - Correction of storm drainage problems usually requires some form of capital expenditure. The initiation of projects occurs through the City Stormwater Engineer's office and the Public Works Department. The neighborhood business community, working through a newly organized business task force of the East Lawrence Neighborhood Association or a separate group of their own, should research the programs identified below and approach the identified City departments with the tools they think will be most workable. The group must also continue communication with appropriate City representatives to assure adequate local funding for projects as appropriate.</p> <p><u>Trash Collection</u> - Neighborhood Businesses consider trash collection service poor. They are concerned that the frequency of collection has dropped from twice a week to once a week and that the City is the only service provider. There is a great deal of interest in establishing a business-recycling program. Also, the need was expressed for a public dumpster in the neighborhood, recognizing it will require serious management to make sure it does not become a problem for the neighborhood.</p>

Evaluate the potential of the following:

- KSA 12-1781 permits the establishment of business improvement districts to promote economic vitality through the financing of beautification, transportation, or other public service projects.
- KSA 12-1795 allows the creation self-supported municipal improvement districts from which the property taxes can be used to make improvements for storm drainage.
- Community Development Block Grant (CDBG) funds provided to the City of Lawrence are distributed based on local priorities, including construction projects. Storm drainage improvements are eligible for funding.
- EPA Urban Stormwater Program. Grants are available for up to 50% of the cost of preparing an urban stormwater management plan, to a maximum amount.
- Kansas Partnership Fund provides financial assistance to Kansas cities and counties by making low-interest loans for infrastructure projects needed to encourage and assist in the creation of new jobs either through the relocation of new businesses or the expansion of existing businesses. This is a revolving loan fund, available to all cities and counties throughout the State.

Business recycling is on the City Commission's agenda for the year 2000. By working with the Public Works Department and the City Commission, the East Lawrence Neighborhood Business community will ensure the best chance of this program meeting everyone's expectations.

The City may want to revisit opportunities to privatize portions of the trash collection service. KSA 12-5501 permits the privatization of public services including the collection, transportation, processing, recycling or disposal of solid wastes. All real and personal property used for the performance of a public service may be exempt from ad valorem taxation to the extent such property is used exclusively for the performance of such public service. Any direct revenue of the private contractor used to reduce payments required of the municipality, such as may occur in the sale of recycled materials, shall be considered as a payment from the municipality.

EAST LAWRENCE BUSINESS RESPONSIBILITY
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Participants	PLANNING AND DESIGN STANDARDS TASK FORCE
<p><u>Lead:</u> <u>East Lawrence Businesses</u></p> <p>Support: Lawrence/Douglas County Planning Office, City Engineer, Codes Enforcement Division, East Lawrence Neighborhood Association, East Lawrence Business Association.</p> <p>Resources: City Commission</p>	<p>Primary Goals:</p> <ol style="list-style-type: none"> 1. Encourage effective code enforcement, maintain appropriate land use and zoning and develop a true sensitivity to housing issues. 3. Protect and enhance neighborhood greenspace, streetscapes and other physical assets. 6. Protect and strengthen the viability of neighborhood businesses. <p>Task:</p> <ol style="list-style-type: none"> 1. Revise construction and planning standards to more clearly reflect the unique character of the East Lawrence neighborhood. 2. Protect Residential Zoning, especially single family. <p>Implementation Tools and Strategies: Work with the City through formal revision of applicable standards including development of:</p> <ul style="list-style-type: none"> • Parking lot design standards that reflect the character of East Lawrence. • Internal landscaping requirements suited to parking lots in urban areas, especially on small neighborhood business sites. • Building codes for rehabilitation that respect the historic character of the buildings and construction within urbanized areas. • Setback requirements that respect older, East Lawrence development patterns. • Standards as incentives for rehabilitation of older buildings. <p>Develop Design Guidelines tailored to the East Lawrence Neighborhood. The implementation of Design Guidelines goes a long way toward tailoring development standards to East Lawrence. Appendix D outlines the framework for Design Guidelines, as discussed in the Workshops, in more detail. The Task Force will provide input from the business community toward the development of the Design Guidelines.</p>

**EAST LAWRENCE
BUSINESS
RESPONSIBILITY**

Participants	ECONOMIC DEVELOPMENT TASK FORCE
<p><u>Lead:</u> <u>East Lawrence Businesses</u></p> <p><u>Support:</u> Lawrence Chamber of Commerce, Lawrence/Douglas County Planning Office, East Lawrence Business Association.</p> <p><u>Resources:</u> City Commission, Small Business Development Center, Kansas Innovation Corporation, Wakarusa Valley Development Inc.</p>	<p>Primary Goal:</p> <ol style="list-style-type: none"> 6. Protect and strengthen the viability of neighborhood businesses. <p>Task:</p> <ol style="list-style-type: none"> 1. Create incentives for Small Business. 2. Create incentives for Existing Business. <p>This Task Force should work with the Lawrence Chamber of Commerce researching and implementing incentive programs for small and existing business. The business group felt that all the inducements for expansion are given to large new businesses rather than to small local companies who also make up a significant share of the local economy. They also feel existing businesses are penalized for expansion under the present codes and taxing practices, which serve as disincentives to rehabilitation of older properties. The group recognized that these are largely state-sponsored programs and any changes require some patience.</p> <p>Implementation Tools and Strategies: Appendix C of this document includes a full listing of Business programs, tools and strategies.</p> <p>Evaluate the programs, tools and strategies to find those that fit the needs of the neighborhood business community best.</p> <p>Assemble the information related to each selected program and update the information on a regular basis.</p> <p>Develop mechanisms for informing local businesses of programs available. One method for staying current on what is available is for the Task Force of the Business Community and the East Lawrence Neighborhood Association to host periodic information sessions where agency representatives share their latest products. In addition to learning the most current information, the participating businesses develop a relationship with the agency staff and know better whom to call for what purpose.</p>

HISTORIC RESOURCES COMMISSION RESPONSIBIITY
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Participants	BRICK STREETS TASK FORCE
<p><u>Lead:</u> <u>Historic Resources Commission</u></p> <p>Support: East Lawrence Neighborhood Association, City Engineer, Neighborhood Resources, Lawrence/Douglas County Planning Office</p> <p>Resources: East Lawrence Businesses, Lawrence Association of Neighborhoods, Lawrence Preservation Alliance, City Utilities, Other Utilities</p>	<p>Primary Goals:</p> <ol style="list-style-type: none"> 2. Preserve and conserve existing physical neighborhood landmarks. 3. Protect and enhance neighborhood greenspace, streetscapes and other physical assets. <p>Task:</p> <ol style="list-style-type: none"> 1. Identify streets and sidewalks to be restored to brick to serve as a transition to the neighborhood from surrounding areas and to enhance the character of the neighborhood. Streets that are designated as an arterial, collector or truck route should be excluded from consideration. Recognizing the sensitivity of this issue, efforts should be made to notify adjoining property owners. 2. Restore and maintain limestone curbs and hitching posts. 3. Identify private and public funding sources, and develop a schedule for restoring and a system of maintaining brick streets and sidewalks. <p>This Task Force will work closely with the Conservation District Task Force led by the East Lawrence Neighborhood Association.</p> <p>Implementation Tools and Strategies:</p> <ul style="list-style-type: none"> • Work with the Public Works Department and private utility companies to require repair of brick streets and sidewalks rather than replacement with concrete. Develop effective permit standards for private utility companies that require the brick streets and sidewalks to be replaced in kind when their work requires damage to existing brick pavement.

**NEIGHBORHOOD
RESOURCES
RESPONSIBILITY**

Participants	CODE ENFORCEMENT TASK FORCE
<p><u>Lead:</u> <u>Neighborhood Resources</u></p> <p><u>Support:</u> East Lawrence Neighborhood Association, East Lawrence Business Association, Landlord's Association,</p> <p><u>Resources:</u> City Commission, Lawrence Association of Neighborhoods</p>	<p>Primary Goal:</p> <ol style="list-style-type: none"> 1. Encourage effective code enforcement, maintain appropriate land use and zoning and develop a true sensitivity to housing issues. <p>Task:</p> <ol style="list-style-type: none"> 1. Identify problem property owners with multiple and repeat violations and require effective corrective action to be taken. <p>Implementation Tools and Strategies:</p> <p>Create Code Enforcement Task Force involving: Police Department, Prosecutor/Municipal Judge, Code Enforcement Officers, Social Service Agency, church representatives, and Inspectors.</p> <p>Review the current process for identification, citation and punishment of violators and create a new process for increasing the number of contacts and compliance, utilizing neighborhood resources to assist with compliance when an extenuating circumstance exists. (Building Codes, Trash/Debris, Junk Cars, Design Codes, Zoning/Property Use, Animal Control, Dangerous Buildings).</p> <p>Identify property owners who contribute to neighborhood decay – list all violations (police calls, dilapidated property, code violations, dog leash violations, unpaid taxes and utility bills) and build a short list of property owners who should provide action plans for the correction of these repeated negative contacts; develop a probation program to ensure future contacts are minimized – This list is for Repeat Offenders of a variety of city codes who are collectively the biggest problem in the community.</p> <p>Consider developing a program similar to NeighborWorks Network. NWN promotes the creation of healthy communities through affordable housing, home ownership and investment in neighborhood revitalization through local partnerships of residents, nonprofits, lenders, business community and local government. Extensive information is available about a range of programs, coalitions, and organizations, including the Neighborhood Reinvestment Corp., the Neighborhood Housing Services of America, and the Rural NeighborWorks Alliance.</p>

<p>LAWRENCE ASSOCIATION OF NEIGHBORHOODS RESPONSIBILITY</p>
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<p>Participants</p>	<p>RENTAL OCCUPANCY CODE TASK FORCE (or appropriate existing name of study committee)</p>
<p><u>Lead:</u> City Manager's Office</p> <p>Support: Neighborhood Resources, East Lawrence Neighborhood Association, Landlord's Association, Lawrence Association of Neighborhoods, East Lawrence Business Association</p> <p>Resources: City Commission</p>	<p>Primary Goals:</p> <ol style="list-style-type: none"> 1. Encourage effective code enforcement, maintain appropriate land use and zoning and develop a true sensitivity to housing issues. <p>Task:</p> <ol style="list-style-type: none"> 1. Implement a city code for rental properties that requires targeted inspections for problem properties to insure proper maintenance and living conditions are being provided. <p>Implementation Tools and Strategies: Continue efforts of Lawrence Association of Neighborhoods.</p> <p>Ensure that inspection programs are targeted to problem properties.</p>

CODES ENFORCEMENT DIVISION RESPONSIBILITY
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Participants	PERMITTING AND FEES TASK FORCE
<p><u>Lead:</u> <u>Codes Enforcement Division</u></p> <p>Support: Lawrence/Douglas County Planning Office, Historic Resource Commission, Lawrence Preservation Alliance</p> <p>Resources: City Commission, East Lawrence Businesses, East Lawrence Neighborhood Association</p>	<p>Primary Goals:</p> <ol style="list-style-type: none"> 1. Encourage effective code enforcement, maintain appropriate land use and zoning and develop a true sensitivity to housing issues. 2. Preserve and conserve existing physical neighborhood landmarks. 6. Protect and strengthen the viability of neighborhood businesses. <p>Task:</p> <ol style="list-style-type: none"> 1. Develop a building permit fee schedule that charges lower fees for remodeling projects than for new construction. <p>Implementation Tools and Strategies: Research practices of other communities. Work with East Lawrence Businesses and the East Lawrence Neighborhood Association to tailor most appropriate plan to East Lawrence.</p>

**LAWRENCE/DOUGLAS
COUNTY PLANNING OFFICE
RESPONSIBILITY**

Participants	SINGLE FAMILY STRATEGIES TASK FORCE
<p><u>Lead:</u> <u>Lawrence/Douglas County Planning Office</u></p> <p><u>Support:</u> Neighborhood Resources, East Lawrence Neighborhood Association, Historic Resource Commission, Lawrence Preservation Alliance, Tenants to Homeowners, Landlord’s Association</p> <p><u>Resources:</u> Local Banks, Lawrence Housing Authority</p>	<p>Primary Goals:</p> <ol style="list-style-type: none"> 1. Encourage effective code enforcement, maintain appropriate land use and zoning and develop a true sensitivity to housing issues. 6. Protect and strengthen the viability of neighborhood businesses. <p>Task:</p> <ol style="list-style-type: none"> 1. Reward property owners for reducing multi-family units when restoring property to single-family use. <p>Implementation Tools and Strategies: Work with the Zoning/Codes Advisory Committee (ZAC) and/or Planning Commission to develop mechanisms to limit the illegal conversion of single-family units into multi-family housing in single-family zoning districts. It is not the intention of this task force to directly or indirectly recommend rezoning of existing multiple-family zoned areas of the neighborhood.</p> <p>Consider implementation of programs similar to those sponsored by NeighborWorks Network. NWN promotes the creation of healthy communities through affordable housing, home ownership and investment in neighborhood revitalization through local partnerships of residents, nonprofits, lenders, business community and local government. Extensive information is available about a range of programs, coalitions, and organizations, including the Neighborhood Reinvestment Corp., the Neighborhood Housing Services of America, and the Rural NeighborWorks Alliance.</p>

<p>SALVATION ARMY RESPONSIBILITY</p>

Participants	HOMELESS HOUSING TASK FORCE
<p><u>Lead:</u> Salvation Army</p> <p>Support: Social Service League, Penn House, Local Churches, HAND, Food not Bombs, Community Mental Health (Bert Nash), Coalition for the Homeless, LINK</p> <p>Resources: City Commission</p>	<p>Primary Goal:</p> <ol style="list-style-type: none"> 4. Supporting neighborhood institutions and programs and preserving, retaining and improving existing activity centers. <p>Task:</p> <ol style="list-style-type: none"> 1. Expand public/private temporary shelter and other programs for the homeless. <p>Implementation Tools and Strategies:</p> <p>Create task force to promote existing public and private resources and programs. In addition, identify and assist in the development of a long-range plan for current and future program needs.</p> <p>Examine existing programs used in other communities to provide additional funding for homeless shelters, soup kitchens, and food pantries.</p>